

THE GENERAL SERVICE AND STAFF COLLEGE.

HISTORICAL SKETCH.

THE steps taken at various times by the War Department for the establishment of an army school of practice for young officers of the army, which have evolved the present "General Service and Staff College," are the subject of the following sketch.

The first school of practice in the army was established for the artillery arm, under orders issued by the War Department April 5, 1824, directing ten companies of artillery to be stationed at Fortress Monroe, Va., to be organized as a regiment; and this was called the "Artillery Corps for Instruction."

In advocating the establishment of this school Quartermaster General Th. S. Jesup, wrote to the Secretary of War, the Hon. J. C. Calhoun, under date of November 5, 1823, as follows:

"The importance of an army school of practice is too obvious to require demonstration. Without such an establishment, uniformity of discipline cannot be expected, nor can the government be sufficiently acquainted with the character, capacity, and attainments of its officers to be able to employ them with advantage in the event of war. In developing character and talent, a school properly organized would have the same advantage in peace which active service would have in war. It should be organized on a liberal scale, and, so soon as the circumstances of the service shall permit, should embrace the theory and practical application of every branch of military science. In the present state of our army it would be difficult to form a school on a scale so extensive; but as regards a knowledge of the separate arms much might even now be done.

"The regiments of infantry, if the officers were properly instructed in the elements of military science, would, for

that arm, present the best possible school, but unfortunately, very few of them have received even the rudiments of military education; of consequence, no advance is made by that arm beyond the mere parade and drill of a garrison."

In his annual report for 1826, Major-General Jac Brown, commanding the army, referring to the school of practice for the artillery, said :

"The benefits which are believed naturally to spring from the system in question are important and manifold. Among them may be noted, in general terms, habits of uniformity and accuracy in the practical routine of service, fresh incitement to the cultivation of military knowledge, emulation and *esprit de corps* among the troops, and mutual conformity and general elevation of individual character among the officers. But by the enervating influence of a passive garrison life, influence which, without the adoption of this or a similar system, it is impossible to resist, these high qualities, so invaluable to an army, must in a measure be forfeited.

"With this view of the subject, it has been thought desirable to extend the principle as far as possible for the infantry also. Duties of an active nature are, perhaps, more frequently enjoined on this arm of service than on the artillery, but it stands in no less need of the advantages to be derived from a school of practice. The numerical strength of our infantry regiments is indeed small, considering the wide extent of frontier which they are commissioned to defend, and detachments could not, perhaps, be permanently drawn from them without prejudice to the ulterior object of their maintenance; but while this objection would be effectually obviated by the increased efficiency which such an institution is calculated to produce, the salutary operation of it in other respects, it is hoped, will in time be generally felt and fairly appreciated."

The success of the school of practice for the artillery armed the War Department to establish a similar school for the infantry in 1826, at a point "on the right bank of the Mississippi River," and what is now known as Jefferson Barracks, Mo.

This view of the need of a school for infantry was followed up by Secretary of War, the Hon. James Barbour, in his annual report for 1826, in the following :

“The dispersed situation of the infantry of the army in various garrisons, and frequently so reduced as rarely to exceed a captain’s command at any one place, was attended with great inconvenience and injury to the service, and their utility had in many instances been superceded by our rapidly extending settlement. It was desirable to alter this state of things to effect it; a concentration of the army, as far as practicable, was ordered on the right bank of the Mississippi, a few miles below St. Louis, at the Cantonment Jefferson. The advantages of this position was obvious. The troops can be easily transported to the Eastern or Western frontier wherever the public exigencies may require their presence. In a salubrious and fertile region their health will be preserved, and their supplies may be cheaply obtained and delivered with facility; but the leading consideration remains to be noticed—the effect of the movement on the discipline and good character of the army. It is admitted by the most intelligent that both these desirable qualities are more generally found in large masses of troops than in small detached commands. Profiting by the experience of officers of a superior grade and greater professional skill—emulation excited by the presence and rivalry of so many aspirants for reputation, and subjected to the wholesome control of the opinion of an increased number of brother officers, to whose eye the conduct of each is exposed, the discipline and morality must be greatly improved.”

The site was selected by General Atkinson, then commanding the Western Department, under orders of the War Department, dated March 4, 1826. Colonel Henry Leavenworth, Third U. S. Infantry, was detailed as the first commandant of the school. He marched with a part of his regiment from Green Bay, Wis., to Cantonment Jefferson, and addressed himself to the task of building a post and setting up the first American school for infantry. The school was not long lived, and when it died, partly from inanition and partly from want of official encouragement and support, did not have a successor for more than fifty years, and at a post selected by Colonel Leavenworth, after whom it was named.

Nothing was done by the Department looking towards the reestablishment of a school for infantry until 1881, when the School of Application for Cavalry and Infantry was established at Fort Leavenworth. It was recognized soon

after the close of the Civil War that a school of practice for these two arms was needed, but the work of the army on the frontier was such that troops could not be spared to permit it.

In his annual report for 1877, General John Pope, then commanding the department, in support of the establishment of such a school, said :

“As time goes on there is less and less danger of Indian troubles on this frontier, and it becomes more and more apparent that every interest of the government and the army would be promoted by abandoning the small temporary posts west of this place, which no longer serve any military purpose except the mere sheltering of troops. A policy of concentration, it should seem, ought now to be begun, both for the discipline and instruction of the troops, and for the sake of economy. I have so often recommended this consolidation of troops and posts that I dislike to urge it further; but it will be proper again to invite attention to the great advantage for such a purpose possessed by the military reservation at Fort Leavenworth. We have here a reservation large enough for convenient accommodation of at least four regiments, situated at the intersection of many railroads, and easy of access and communication in every direction; in the midst of as fine an agricultural and stock raising country as there is in the United States; where troops can be supplied at a minimum cost, and be instructed under the most favorable circumstances, and where they would be conveniently placed at a moment's notice to be transferred to any point where they might be needed, and sent there in the best condition for duty. As a depot for troops, central enough to fulfill any demands for service at any point west of the Mississippi River, and, indeed, far east of it. I know of no place so suitable, and as the reservation belongs to the United States no expense would be involved, such as would be necessary to build barracks, which, with the labor of considerable number of military prisoners in confinement here, would be trifling as compared with the cost of building elsewhere. I need not point out the benefit to the service of having two or three regiments concentrated here for military instruction and exercises.”

The persistency with which General Pope continued to urge the establishment of a school for practice and the selection of Fort Leavenworth as the place, bore fruit in General Orders No. 42, War Department, May 7, 1881, which pro-

vided that the commanding general of the Department of the Missouri should, as soon as the requisite number of troops could be assembled at Fort Leavenworth, take measures to establish a school for infantry and cavalry similar to that in operation at Fort Monroe for the artillery arm of the service. It fixed the minimum of the garrison at four companies of infantry, four of cavalry, and a light battery. It directed the detail of one lieutenant for instruction from each of the infantry and cavalry regiments, fixed the number of field officers at three, and general instruction regarding organization and management.

Colonel Elwell S. Otis, Twentieth Infantry, was assigned to its command. In its establishment considerable difficulty was experienced in so regulating the duties of the different organizations represented as to avoid conflict of action, and at the same time to have opportunity for necessary recitations and for the full performance of the necessary other duties devolving upon officers serving at a large garrison post.

General W. T. Sherman, commanding the army, can rightfully be termed the "father of the school." To him is due its establishment, and none took a greater pride in its progress. In a letter to Lieutenant-General Philip H. Sheridan, dated November 22, 1881, General Sherman writes :

"MY DEAR SHERIDAN:—I am just in receipt of your letter of the 19th, with the tabular list of the officers comprising the new School of Application at Leavenworth.

"I need hardly say that I regard it as admirable, and I feel sure that this school will become the best practical military school of all in the United States. * * *

"I want this new school to start out with the doctrine that service with troops in the field in time of peace is the most honorable of all, and the best possible preparation for high command when war does come, as it always does, suddenly. I don't want to meddle with this new school or to have it the subject of legislation, because if this is done it will, like West Point, be made political and taken out of our control.

"The school should form a model post like Gibraltar, with duty done as though in actual war, and instruction by books

be made secondary to drill, guard duty, and the usual forms of a well regulated garrison.

"I want you and General Pope to feel that I am well pleased with all that has been done, and that I have abundant faith in the future.

"As ever, your friend,

"W. T. SHERMAN."

The troops assigned to duty at Fort Leavenworth, forming the first garrison under the command of Colonel Otis, consisted of headquarters, band, and Companies F and H, Twentieth Infantry; Company H, First Infantry; Company A, Fourth Infantry; Company G, Eleventh Infantry; Light Battery F, Second Artillery; Troop B, Third Cavalry; Troop L, Fourth Cavalry; Troop G, Seventh Cavalry; and Troop M, Eighth Cavalry, numbering all told, general staff included, thirty-nine officers and four hundred and fifty men. All of the lieutenants of the infantry and cavalry regiments, specially detailed for instruction, reported before January 1st, with the exception of four, and the last one of the number arrived January 25th.

In General Orders No. 8, Headquarters of the Army, January 26, 1882, the General of the Army announced that "the garrison and detailed officers prescribed in General Orders No. 42, of 1881, having reached Fort Leavenworth, the School of Application for Cavalry and Infantry is now declared established."

In thus inaugurating and prescribing a moderate course of instruction General Sherman states that "To Colonel Otis the government looks to make this a school which will prepare future officers and generals. The staff are his assistants, and the more faithfully they assist him the higher the honor. Out of the experience of a few years will arise a set of regulations better adapted to the future than the wisest minds can now prescribe." The General believed it is better to attempt little and succeed than too much and fail.

Concluding General Sherman says:

"The rank of the officers concerned is determined by law, and cannot be modified or impaired by anything at this school. Yet it is well known that the superior officers of the

army are always most willing to advance young officers of special zeal, intelligence and acquirement; therefore the instructors will keep daily notes of application and progress, and about the first of January of each year there will be a public examination by the commanding officer, the staff of the school, and such detailed officers as have had charge of classes, at which examination the class will be arranged according to general merit, and special mention made of each officer who deserves it, a report in which also will be made and forwarded to the Adjutant General of the Army for publication and such use as may hereafter be determined."

In a report submitted to the Adjutant General of the Army upon the close of the first school course Colonel Otis said :

"The course here is not difficult for one who has received a fair English education, and who is disposed to make good use of his time, but the school presents no attractions for demoralized and indolent gentlemen. Besides, the time expended upon them is almost thrown away. They will carry very little away with them, and will be very apt, as soon as restraint is removed, to fall into their old habits."

In his report for 1884 Colonel Otis said :

"Among so large an assemblage of officers as is gathered at this post, circumstanced as these officers are in the midst of many influences which are calculated to distract their attention from their legitimate occupations, it might not be considered strange if some fail to reach professional requirements. There are such here, and there are also a very few, who, in my opinion, are totally devoid of a wish to acquit themselves well or to render any assistance to government. Sent here for instruction, their aim is apparently to escape it. Artful dodgers betwixt the moralities which stay civilized society, they mingle with the outside world and bring into ill-repute the profession which they represent. Important and worthy of regard only because of the uniform they wear, they bring discredit on the school in the estimation of those who are unacquainted with its workings."

To Colonel Otis, more than to any other officer of the army, belongs the credit for making this school the success claimed for it by the authorities. No assignment, in time of peace, ever befell an officer who was beset with so many trying situations. He knew how to combat these better than

any other man in the service. Endowed with a high order of administrative ability, sound in judgment, cautious and prudent in the highest degree when called on to decide important questions, an untiring worker, he faced every duty imposed upon him as commandant of the school, which he created and nursed to success, with that soldierly courage and determination to succeed so thoroughly characteristic of this officer. The high plane upon which he placed the school will remain an enduring monument to his untiring efforts to meet every requirement of duty imposed, and which higher authorities knew he was well fitted to perform.

June 29, 1885, Colonel Otis was relieved by Colonel Thos. H. Ruger, Eighteenth Infantry. The latter's stay was a brief one. Not quite a year as commandant he was appointed a brigadier-general, but even this brief period caused the school to advance in importance and usefulness. Up to this time no system of general regulations for the conduct of the school had been adopted. It was not until 1887 that a board of officers was assembled for the purpose of formulating such regulations, and of this board General Ruger was made president. Its report recommended, among other important changes, a change in name from "School of Application for Cavalry and Infantry" to the "United States Infantry and Cavalry School."

Colonel A. McD. McCook, Sixth Infantry, succeeded to the command of the school, and on May 13, 1886, assumed the duties. In this officer the school found an enthusiastic supporter. During the four years of his administration it made rapid strides, and to his persistency in placing before the department the school's needs, great credit is due. In his first annual report Colonel McCook made many important recommendations, particularly in connection with creating a department of engineering, under the control of regular engineer officers, and the assignment of a company of engineers to duty at the school. He also recommended that "if during any period of the course a student officer becomes neglectful of his studies, failing to pass the stated examinations, he should, upon the recommendation of the staff and commandant of the school, be returned to his regiment with a proper

reprimand from the Lieutenant-General, to be published to the army in General Orders.

In closing his last annual report Colonel McCook made this recommendation:

“For the welfare and still further progress of this institution it is recommended that the control of the school and the post of Fort Leavenworth be segregated from the Department of the Missouri placing it under the immediate direction of the General commanding the army. The school and the post are so mutually dependent upon each other, that what affects one influences the other. They should enjoy like advantages with West Point, the Engineer School at Willett's Point, and Artillery School at Fort Monroe.”

In 1890 Colonel McCook, like his predecessor, was advanced to the grade of brigadier-general, and relieved from duty by Colonel E. F. Townsend, Twelfth Infantry.

Colonel Townsend assumed command of the school in July, 1900, and remained on duty as commandant for four years. Colonel Townsend applied himself studiously to the work of increasing the importance of the school. That he gave it an able administration, those who were serving at the school as instructors and students fully recognized. In his report for the first two years of his administration, Colonel Townsend says:

“It is with great satisfaction that I can certify to the exceptionally high standard of efficiency attained by the last class, the first four members of which reached an average of over ninety-eight per cent. for the two years' course of study, and the next of over ninety-seven per cent.”

Colonel Townsend continued on duty as commandant until October, 1894, being relieved by Colonel Hamilton S. Hawkins, Twentieth Infantry.

Colonel Hawkins' reputation as an administrator was well sustained as commandant of the school, and those who served under him will never fail to credit him with a full share of the good done for the institution by the men who have been its commandants. Colonel Hawkins, as an ideal soldier, inspired the two classes under his control with a spirit at once worthy of the true qualities of all that goes to make up the

sum and substance of the real soldier, officer and gentleman.

Colonel Hawkins remained in command of the school until April, 1898, war having been declared by the United States against Spain. The entire command of the post, including the Twentieth Infantry and four troops of cavalry, were transferred to the South and participated in the engagements of the American forces on the island of Cuba. Major Jacob A. Augur, Fourth Cavalry, was assigned to the command of the post, but the school was closed and so remained until September 1, 1902.

The Spanish-American War made a complete revolution in the army. Many of the younger officers were promoted, and an increase of the army resulted in a large influx in the number of officers not well grounded in professional requirements.

In his annual report for 1901, the Secretary of War, the Hon. Elihu Root, referring to the subject of military education, said :

“Existing conditions make this subject one of primary importance at the present time. The imperative demand for the service of all our officers since the spring of 1898 has caused a practical cessation of all systematic education of commissioned officers for nearly four years. In the meantime, the ordinary additions to the number of second lieutenants have been, roughly speaking, about one-third from West Point and about two-thirds from the ranks and civil life. In the reorganization of the enlarged army about 1,000 new officers have been added from the volunteer force, so that more than one-third of all the officers of the army have been without any opportunity whatever for systematic study of the science of war. On the other hand, the rapid advance of military science; changes of tactics required by the changes in weapons; our own experience in the difficulty of working out problems of transportation, supply, and hygiene; the wide range of responsibilities which we have seen devolving upon officers charged with the civil government of occupied territory; the delicate relations which constantly arise between military and civil authority; the manifest necessity that the soldier, above all others, should be familiar with the history and imbued with the spirit of our institutions—all indicate the great importance of thorough and broad education for military officers.

"It is a common observation, and a true one, that practical qualities in a soldier are more important than a knowledge of theory. But this truth has often been made the excuse for indolence and indifference, which, except in rare and gifted individuals, destroys practical efficiency. It is also true that, other things being equal, the officer who keeps his mind alert by intellectual exercise, and who systematically studies the reasons of action and the materials and conditions and difficulties with which he may have to deal, will be the stronger practical man and the better soldier.

"I can not speak too highly of the work done in our service schools for a number of years before the war with Spain. It was intelligent, devoted, and effective, and produced a high standard of individual excellence, which has been demonstrated by many officers in the active service of the past four years. There was, however, no general system of education. The number of officers who could avail themselves of the very limited accommodations afforded was comparatively small. The great body of officers were confined to the advantages offered by the post schools, called 'lyceums,' which were, in general, unsatisfactory and futile. There was no effective method by which the individual excellence demonstrated could be effectively recognized, or the results attained be utilized.

"After careful consideration and study of the subject, a general scheme of instruction has been matured and embodied in an order, the general provisions of which are as follows:

INSTRUCTION OF OFFICERS.

With a view to maintaining the high standard of instruction and general training of the officers of the army, and for the establishment of a coherent plan by which the work may be made progressive, the Secretary of War directs that the following general scheme be announced for the information and guidance of all concerned:

THE SYSTEM OF INSTRUCTION.

There shall be, besides the Military Academy at West Point, the following schools for the instruction of officers in the army:

1. At each military post an officers' school for elementary instruction in theory and practice.
2. Special service schools:
 - (a) The Artillery School at Fort Monroe, Va.
 - (b) The Engineer School of Application, Washington Barracks, D. C.
 - (c) The School of Submarine Defense, Fort Totten, N. Y.
 - (d) The School of Application for Cavalry and Field Artillery, at Fort Riley, Kansas.
 - (e) The Army Medical School, Washington, D. C.

The special service schools will be open to officers of the National Guard and former officers of volunteers who shall furnish evidence to the War Department of such preliminary education as to enable them to benefit by the courses of instruction.

The college staff at the General Service and Staff College, Fort Leavenworth, will make report to the Secretary of War of qualifications of officers of the National Guard, ex-volunteers, and graduates of military schools and colleges, who shall have attended the college or shall apply for examination, and shall further certify whether or not they are qualified for service as officers of volunteers, specifying character of the service, whether line or staff, for which they are specially qualified.

A special register of the names of persons so reported as qualified will be kept in the War Department.

A register shall also be kept in the War Department in which shall be entered the names of officers of the regular army below the grade of colonel, as follows:

First. Officers who have heretofore exhibited superior capacity, application and devotion to duty, the names to be selected by a board of officers convened for that purpose.

Second. Officers who shall be reported as doing especially meritorious work in the above mentioned schools, other than the officers' schools at posts.

Third. Officers who at any time specially distinguish themselves by exceptionally meritorious service.

It will be the aim of the Department to make this register the basis of selection for details as staff officers, military attachés, and for special service requiring a high degree of professional capacity.

3. A General Service and Staff College, at Fort Leavenworth, Kan.

4. A War College, for the most advanced instruction, at Washington Barracks, D. C.

The War College shall be under the immediate direction of a board of five officers detailed from the army at large and the following ex-officio members: The Chief of Engineers, the Chief of Artillery, the Superintendent of the Military Academy, the commanding officer of the General Service and Staff College.

The War College Board shall exercise general supervision and inspection of all the different schools above enumerated, and shall be charged with the duty of maintaining through them a complete system of military education, in which each separate school shall perform its proper part. Such officers as shall be requisite to assist the board in performing its duties will be detailed from time to time for that purpose. It should be kept constantly in mind that the object and ultimate aim of all this preparatory work is to train officers to command men in war. Theory must not, therefore, be allowed to displace practical application.

The officers' schools at military posts and the General Service and Staff College will be open for instruction to officers of the National Guard of the several States, to former officers of Volunteers, and to graduates of military schools and colleges which have had officers of the army as instructors.

"This order, if loyally and persistently followed, will result in the building up of what is practically a university system of military education. The principal advantages which it is designed to secure are:

(1) The bringing of all the different branches of military education into one system, under direct supervision and inspection by a body of officers, whose special business it will be to make every part of the system effective.

(2) The establishment of definite required courses of instruction in the officers' schools, which will be the foundation of the whole system, in the place of the very loosely regulated lyceums, which in most cases were not schools at all.

(3) The establishment of the General Service and Staff College, upon the foundation of the Infantry and Cavalry School at Fort Leavenworth, so that every officer who displays superior qualities in the lower schools may be instructed there in every branch of military service.

(4) The completion of the series of instruction by the War College, which will ultimately be in effect a post-graduate course for the study of the greater problems of military science and national defense.

(5) The establishment of a record in the War Department, on which shall appear the names of officers who have exhibited special capacity, in order that they may be known by the Commander-in-Chief, and by the country whenever special service is required, and so that, although under the law meritorious service cannot be rewarded by increase of rank or pay below the grade of general, it may receive the reward of recognition and honor and opportunity, to which it is entitled. This record will be made by a board of officers instructed and bound to select the names of those who are worthy, without reference to any consideration but their military records.

(6) The throwing open of the schools to the officers of the National Guard, of the former volunteers and the graduates of military colleges and schools for instruction by and with the officers of the regular army.

"The courses, both of the officers' schools at the posts and the General Service and Staff College, will be arranged so that the young men wishing to fit themselves for volunteer commissions may spend their vacations in military study. It is particularly desirable that a large number of young men should be made competent to perform the duties of volunteer officers in the staff and supply departments. Without such a class at the outbreak of a war, with a large volunteer force called into being, there will always be confusion, waste, delay and suffering, because untrained quartermasters and commissaries of subsistence cannot properly perform their duties. If the war lasts long enough they will learn in time, but at a frightful cost. There are thousands of young men in the country engaged in various kinds of civil business which make them thoroughly familiar with the subject-matter of quartermasters' and commissaries' duties, and who, with a little timely instruction and practice, could learn to apply their business knowledge in military affairs so as to be useful quartermasters and commissaries whenever called into the volunteer service.

"It is hoped that if the gentlemen to whom instruction is



COLONEL CHAS. W. MINER, SIXTH U. S. INFANTRY.

COMMANDANT GENERAL SERVICE AND STAFF COLLEGE.

thus offered avail themselves of the opportunity in considerable numbers, laws may be enacted under which their proved fitness for volunteer commissions will carry a right to receive commissions whenever a volunteer force is called out, and that a selection upon the ground of ascertained competency may thus take the place of the necessarily indiscriminate appointment of volunteer officers concerning whose fitness the appointing power can not possibly be informed."

The system of military education prepared by Secretary Root, was carried out in General Orders No. 155, Headquarters of the Army, series of 1901, under which the General Service and Staff College is established, taking the place of the U. S. Infantry and Cavalry School. The provisions of this order relating to the establishment of the college are as follows:

"The Infantry and Cavalry School at Fort Leavenworth, Kan., shall be enlarged and developed into a General Service and Staff College, and shall be a school of instruction for all arms of the service, to which shall be sent officers, preferably of the grade of lieutenant, who have been recommended for proficiency attained in the officers' schools conducted in the various posts.

"The college will be opened September 1, 1902, and for the present the instruction will be limited to a period of one year, and such additional time as may be necessary to complete the annual maneuvers, which it is contemplated shall be carried out each autumn conjointly with such garrisons as may be assembled for the purpose. The permanent garrison for the General Service and Staff College will consist of four companies of engineers, four troops of cavalry, three batteries of field artillery, twelve companies of infantry, a band, Signal Corps detachment, Hospital Corps detachment, post non-commissioned staff, and such field officers, instructors, and student officers, in addition to those belonging to the organizations serving at the post, as may be ordered from time to time.

* * * * *

"Upon the conclusion of the annual examinations the college staff will recommend such student officers as have especially distinguished themselves, for further instruction in the War College. Such recommendations will make mention of any special qualifications or attainments of individual officers."

The last named order was followed with another, General Order No. 89, August 1, 1902, in which the regulations and program of instruction for the government of the College are published.

The strength of the command at Fort Leavenworth under the plan adopted will consist of 3,006 men, not including officers. Brigadier-General J. Franklin Bell, U. S. Army, has been assigned to the command of the post, and as the commandant of the General Service and Staff College.

From September 1st to September 11, 1902, Colonel J. A. Augur was temporarily commandant of the college, and inaugurated the course for the first class of students. Since September 11th, Colonel C. W. Miner, Sixth Infantry, has been in command of the post and commandant of the college. In the present class, the first to take the course are twenty-nine cavalry and sixty-five infantry officers, chosen from the head of the lists of first and second lieutenants.

REGULATIONS AND PROGRAM OF INSTRUCTION OF THE GENERAL SERVICE AND STAFF COLLEGE.

HEADQUARTERS OF THE ARMY,
 ADJUTANT GENERAL'S OFFICE,
 WASHINGTON, August 1, 1902.
 GENERAL ORDERS, }
 No. 89. }

The accompanying Regulations and Program of Instruction for the government of the General Service and Staff College, at Fort Leavenworth, Kan., are published for the information and guidance of all concerned:

REGULATIONS.

OFFICIAL DESIGNATION, ORGANIZATION, AND ADMINISTRATION.

1. The College is officially designated the General Service and Staff College.
2. The commanding officer of the post of Fort Leavenworth, Kan., shall be the Commandant of the College.
3. The senior officer on duty with the College, pursuant to orders from the War Department, shall be the Assistant Commandant of the College.
4. The Staff of the College shall consist of the Assistant Commandant and the Instructors in charge of departments. A majority thereof shall con-

stitute a quorum for business. All deliberations, discussions, and individual votes of the Staff are to be regarded as confidential.

5. There shall be a Secretary of the College, appointed by the Commandant.

6. The Instructors shall be assisted by such number of Assistant Instructors, designated by the Commandant, as may be required.

7. When practicable the Instructors and Assistant Instructors shall be senior in rank to the officers of the student class; but when officers assigned as Instructors or Assistant Instructors are junior in rank to officers of the student class, they shall, in the execution of such duty, be respected accordingly.

8. The Instructors and Assistant Instructors shall, as far as practicable in the judgment of the Commandant, be exempt from all duties which would interfere with the performance of duty as Instructors or Assistant Instructors.

9. The officers and the enlisted force and equipment of the several organizations on duty at the post shall be available for the practical instruction of officers of the student class in field operations and drill regulations, at such times as may be determined by the Commandant.

10. The officers designated as members of the student class shall be detailed in orders from the War Department. As soon as a list of the officers so selected has been furnished to the Commandant of the College, he shall cause the program of instruction and the list of authorized text-books to be sent to them.

DISCIPLINE.

11. The College shall be governed by the rules of discipline prescribed for military posts and by the regulations of the College. In matters pertaining to the College and the course of instruction, it shall be exclusively subject to the control of the War College Board.

COMMANDANT OF THE COLLEGE.

12. The Commandant shall from time to time apply to the War Department for the detail of officers for duty at the College, and from them he shall assign the Assistant Commandant, the Instructors, the Assistant Instructors, and the Secretary.

13. The Commandant shall make application to the War Department for such articles of engineer, ordnance, and signal property as may be necessary.

14. The Commandant shall make annual report to the Adjutant-General of the Army of the progress and wants of the College after each yearly examination.

15. The Commandant is authorized to order the expenditure of such quantity of ammunition for field guns, machine guns, and small arms as he may deem necessary for proper instruction.

ASSISTANT COMMANDANT OF THE COLLEGE.

16. The Assistant Commandant shall preside at the meetings of the Staff in the absence of the Commandant.

17. The Assistant Commandant shall inspect the methods of instruction in the several departments, and shall frequently visit the section rooms during recitations or lectures. He shall make report in writing to the Secretary of the College from time to time, for the information of the Commandant. If occasion should arise, he will make immediate report.

THE SECRETARY OF THE COLLEGE.

18. The Secretary shall be the custodian of the records. He is responsible for the College fund and for all property purchased therefrom.

19. All official correspondence relating to the College from members thereof shall be addressed to the Secretary.

DEPARTMENTS.

20. The course of instruction shall be embraced in four departments, as follows:

First—Department of Tactics.

Second—Department of Engineering.

Third—Department of Law.

Fourth—Department of Military Sanitation and Hygiene.

The Instructors assigned by the Commandant shall have charge of these departments respectively. The chief medical officer at the Post shall have charge of the Department of Military Sanitation and Hygiene.

21. The departments shall include the courses of study as follows:

Department of Tactics: The course of tactics and minor tactics, organization of armies, field exercises with and without troops, hippology, equitation, small-arms firing regulations, lectures on the principles of strategy, and drill regulations of the different arms.

Department of Engineering: The course of military topography and sketching, field fortification, and field engineering.

Department of Law: The courses of law and military administration.

Department of Military Sanitation and Hygiene: The course of military sanitation and hygiene.

INSTRUCTION.

22. The course of instruction shall be as provided for in the program of instruction, covering one year consisting of two terms.

23. The first term's course shall begin on the 1st of September, unless that date fall on Saturday or Sunday, in which case the course shall begin the following Monday. It shall end on the 21st of December, concluding with the semi-annual examination.

The second term's course shall embrace the period from the 4th day of January to the 30th day of June following, concluding with the final examinations.

24. The month of July following the final examinations shall be devoted to such practical exercises in the field as may be ordered by the Commandant.

25. Recitations, including exercises in application, shall be held daily excepting Saturdays, Sundays and holidays. The period from December 22d to January 4th, both dates inclusive, shall also be excepted.

At stated intervals, to be determined by the Commandant, during the course of instruction in each department, these shall be prepared by the student officers in addition to their regular classroom work. The subjects shall be assigned by the respective instructors with the approval of the Commandant. They shall be germane to the subject under instruction and shall be such as will not involve unreasonable labor in preparation. In determining the merit of such work stress shall be laid, not merely upon soundness of conclusions, but also upon combined clearness and terseness of statement and of reasoning. The aim shall be to make them models of military memoranda, as complete and in as few words as will clearly express the ideas.

26. All student officers shall be embraced in one class, which shall be divided into sections of convenient size and adaptation.

27. Record shall be kept of all recitations and exercises, and weekly report of the same shall be made through the instructors to the Commandant.

28. Recitations shall be classified as "satisfactory" or "unsatisfactory." Each unsatisfactory recitation shall be at once reported to the Commandant, who will require an explanation in writing from the officer reported.

29. The study of text-books and recitations therefrom shall be supplemented by lectures and exercises in application. Recitations shall not as a rule exceed one hour for each section, but this time limitation shall not apply to practical exercises.

30. The allotment of time for instruction in each department shall be fixed upon the recommendation of the Staff, approved by the Commandant.

Each instructor shall devote to practical instruction as much as possible of the time allotted to his department.

31. Instructors and Assistant Instructors shall report in writing, on the day of occurrence, all student officers late or absent from recitation or exercise, or neglecting to make proper preparation for the same.

EXAMINATIONS.

32. Examinations shall be held in the months of December and June.

33. All examinations shall be written and shall be conducted under the supervision of the Staff.

34. When any subject upon which a student is to be graded is weighted, its value shall be announced before the examination work is begun.

35. The Instructor and his assistants in any one department shall assign to the student a mark on his examination papers, the mark varying between "0" for a complete failure, and "3" for a perfect paper. The average of the marks given by the Instructor and his assistants shall constitute the examination mark in their department. The Instructor shall then submit to the Commandant lists of the students under his instruction, arranged in order of merit by marks received (*a*) in examination and (*b*) in practical exercises which have been held during the previous term.

36. In determining the order of merit in any subject, due credit shall be given for problems, maps, and results of practical work pertaining to such subject and required of student officers during the course of instruction.

37. All members of the class shall be given identical questions and required to draw the same maps and diagrams in examination. In case of an officer not examined with his class owing to sickness or other cause, he shall be examined as soon as practicable after his return to duty. For this examination the topics and questions shall be similar to, but not identical with, those given in the general examination.

38. The examination papers, maps, problems, etc., with such exceptions as the Staff may designate, shall, after action by the Staff, be filed with the records of the College.

39. The assist in fixing the relative proficiency of officers the Instructor in the Department of Tactics and his assistants shall note the manner in which students perform their duties in all military exercises. The ability to impart instruction, to command, to see what is required, and the soldierly bearing of an officer—all shall be considered in marking, according to the rule prescribed for examination.

40. The maximum values assigned to the different departments in ascertaining the figure of merit shall be as follows:

Department of Tactics (350):	
Practical work	175
Theoretical work	175
Department of Engineering (300):	
Practical work	150
Theoretical work	150
Department of Law	100
Department of Military Sanitation and Hygiene	50

40. For record at the College and at the War Department, the class upon graduation shall be arranged in order of merit, special proficiency in any subject to be noted; but publication of the class standing shall be limited to an alphabetical arrangement in two grades, viz:

- (1) Distinguished.
- (2) Proficient.

In determining the order of merit the marks received upon original examination shall be considered.

42. Relative standing in the theory of the different subjects taught in each department shall be based solely upon the examinations, but all practical work marks shall be considered in determining the order of merit as con-

templated in paragraph 41, as well as in deciding upon the proficiency or deficiency of an officer at the close of each term.

43. An officer failing to pass a satisfactory examination in any subject (by which shall be understood the attainment of 70 per cent. of the maximum in the examination, as well as 70 per cent. of the maximum in the practical work of the previous half year) shall be re-examined either in theory, in practice, or in both, at the discretion of the Staff of the College, after such equitable time as may be fixed by it, and, if then declared deficient, he shall be specially reported to the War Department, with a statement by the Commandant as to the cause of failure as determined by the Staff, and with a view to his being returned to his regiment: *Provided*, That if the deficiency occur at the semi-annual examination, the officer may be conditioned by the Staff until the final examination, at which he shall be examined on the whole year's course of that subject in which the deficiency occurred.

44. The Commandant shall forward to the War Department a report of the final action of the Staff at each examination.

GRADUATION.

45. The Staff shall note the names of the students who may have shown marked proficiency in any branch, and shall state the professional employments for which any of them appear to be specially qualified. The staff shall also note the names of officers of the distinguished grade, if any, not to exceed five, to be borne upon the Army Register as "honor graduates."

46. Officers who pass successfully through the entire course of instruction shall receive a diploma setting forth their proficiency. This diploma shall be signed by the Commandant, the Assistant Commandant, and the Staff.

47. When an officer has graduated in the distinguished class, that fact, with a transcript from the records of the College, setting forth the branches in which he has been especially distinguished and the recommendations given in his case by the Staff of the College, shall be communicated to the colonel of his regiment, who shall publish the same in a regimental order.

MISCELLANEOUS.

48. Disbursements of the funds shall be made only upon the written order of the Commandant, and vouchers shall be taken for all expenditures, one copy of which shall be filed with the College records.

49. The College library, consisting for the most part of professional books, maps, and scientific periodicals, shall be maintained separate and apart from the Post library, and for the convenience and improvement of officers.

50. In case of loss or damage to any book, periodical, map, or other property belonging to the College, the person responsible for such loss or damage shall make the same good by the payment of the amount of the damage or actual cost of the article lost or destroyed. The damage shall be assessed by the Secretary of the College, whose action, when approved by the Commandant, shall be final.

51. The authorized text-books and books of reference shall be selected upon the recommendation of the Staff of the College and with approval of the Commandant, but Instructors and Assistant Instructors shall, when required to do so, prepare essays on the subject-matter of their courses of instruction, which, when recommended by the Staff and approved by the Commandant, shall become authorized text-books and be printed at the College.

52. Student officers shall be required to purchase their text-books.

53. Instructors and Assistant Instructors shall submit to the College Staff, immediately after the final examination, any suggestions or recommendations they may have with regard to the course of instruction and the text-books used in their respective departments.

PROGRAM OF INSTRUCTION.

DEPARTMENT OF TACTICS.

Program of the Course in Tactics.

The course in Tactics is divided into ten parts, and embraces lessons, lectures, and practical exercises with and without troops.

- Part I. Infantry Drill Regulations.
- Part II. Small Arms Firing Regulations, supplemented by lectures on Fire Discipline.
- Part III. Cavalry Drill Regulations.
- Part IV. Equitation and Hippology.
- Part V. Demonstrations of Field Artillery.
- Part VI. Manual of Guard Duty.
- Part VII. Troops in Campaign.
- Part VIII. Security and Information.
- Part IX. Organization and Tactics.
- Part X. Practical Work in the Study and Application of the Principles of Minor Tactics.

DEPARTMENT OF ENGINEERING.

Program of the Course of Engineering.

The course of engineering is divided into three parts and consists of lessons, lectures, and exercises in application, as follows :

- Part I. Military topography and sketching.
- Part II. Temporary or field fortifications.
- Part III. Military field engineering.

DEPARTMENT OF LAW.

Program of the Course of Law.

The course of law is divided into three parts, and consists of lessons in the section room supplemented by lectures.

- Part I. Military law and Constitution of the United States.
- Part II. International law.
- Part III. Administration.

DEPARTMENT OF MILITARY SANITATION AND HYGIENE.

Program of the Course of Military Sanitation and Hygiene.

The course of military sanitation and hygiene consists of theoretical studies of the authorized text-book (Woodhull's), practically illustrated and explained by lectures, drawings, microphotographs, models.



COMMANDANT, SCHOOL STAFF, INSTRUCTORS AND STUDENT OFFICERS PRESENT AT OPENING OF SCHOOL IN 1881.

To find the names of the officers whose excellent likenesses are presented in the double page half tone read below from left to right, commencing at top of picture.

FIRST ROW.—Second Lieut. H. D. Reed, 25th Infantry; 1st Lieut. M. B. Hughes, 9th Cavalry; 1st Lieut. John H. Gifford, 2d Artillery; 2d Lieut. Herbert J. Slocum, 7th Cavalry.

SECOND ROW.—Second Lieut. W. A. Kimball, 14th Infantry; 1st Lieut. Josiah R. King, 8th Cavalry; 2d Lieut. R. J. C. Irvine, 11th Infantry; 1st Lieut. Rufus P. Brown, 4th Infantry; 2d Lieut. Charles Dodge, Jr., 24th Infantry; 2d Lieut. W. C. Brown, 1st Cavalry; 1st Lieut. B. H. Cheever, 6th Cavalry.

THIRD ROW.—Second Lieut. D. M. Defrees, 5th Infantry; 2d Lieut. J. E. McCoy, 7th Infantry; 2d Lieut. C. W. Abbott, Jr., 12th Infantry; 1st Lieut. Cunliffe H. Murray, 4th Cavalry; 2d Lieut. J. B. Erwin, 4th Cavalry; 1st Lieut. J. J. Crittenden, 22d Infantry; 1st Lieut. Otho W. Budd, 4th Cavalry.

FOURTH ROW.—Second Lieut. E. H. Weber, 20th Infantry; 1st Lieut. Henry A. Reed, 2d Artillery; Capt. John N. Coe, 20th Infantry; Maj. B. E. Fryer, Surgeon, U. S. Army; Capt. S. B. M. Young, 8th Cavalry; Capt. T. M. Tolman, 1st Infantry; Capt. J. B. Johnson, 3d Cavalry; 1st Lieut. George D. Wallace, 7th Cavalry; 2d Lieut. Charles Byrne, 6th Infantry.

FIFTH ROW.—First Lieut. Victor Blatt, Assistant Surgeon, U. S. Army; Capt. Theodore J. Wint, 4th Cavalry; 1st Lieut. John B. Rodman, Adjutant 20th Infantry; Maj. Caleb R. Layton, 20th Infantry; Col. E. S. Otis, 20th Infantry; Maj. J. J. Upham, 5th Cavalry; 1st Lieut. Thomas W. Lord, Quartermaster, 20th Infantry; Post Chaplain T. W. Barry; Acting Assistant Surgeon W. J. Barbour.

SIXTH ROW.—First Lieut. T. E. True, 4th Infantry; 2d Lieut. L. H. Slocum, 18th Infantry; 1st Lieut. Frank H. Edmunds, 1st Infantry; Capt. Theodore Schwan, 11th Infantry; Maj. J. S. Poland, 21st Infantry; Capt. E. B. Williston, 2d Artillery; Capt. J. S. McNaught, 20th Infantry; 2d Lieut. Arthur Williams, 3d Infantry; 1st Lieut. Charles M. O'Connor, 8th Cavalry; 2d Lieut. Vasu B. Stolbrand, 13th Infantry.

SEVENTH ROW.—Second Lieut. Silas A. Woolfe, 4th Infantry; 2d Lieut. Thomas J. Clay, 10th Infantry; 1st Lieut. Paul Harwood, 20th Infantry; 2d Lieut. Lewis Merriam, 4th Infantry; 2d Lieut. Henry A. Greene, 20th Infantry; 1st Lieut. Alfred Reynolds, 20th Infantry; 1st Lieut. Leon Matile, 11th Infantry; 2d Lieut. Joseph T. Dickman, 3d Cavalry; 1st Lieut. C. M. Rockefeller, 9th Infantry.

EIGHTH ROW.—Second Lieut. F. D. Rucker, 2d Cavalry; 2d Lieut. Edwin St. John Greble, 2d Artillery; 2d Lieut. A. F. Handforth, 11th Infantry; 2d Lieut. John A. Lockwood, 17th Infantry; 2d Lieut. H. W. Wheeler, 5th Cavalry; 2d Lieut. E. H. Brooke, 21st Infantry; 2d Lieut. Eugene Cushman, 16th Infantry; 2d Lieut. Thomas Connolly, 1st Infantry.

NINTH ROW.—Second Lieut. William C. Muldenberg, 2d Infantry; 1st Lieut. C. H. Heyl, 23d Infantry; 2d Lieut. John M. Cunningham, 19th Infantry; 2d Lieut. Leighton Pinley, 10th Cavalry; 1st Lieut. D. D. Mitchell, 15th Infantry; 2d Lieut. H. Johnson, Jr., 8th Infantry.